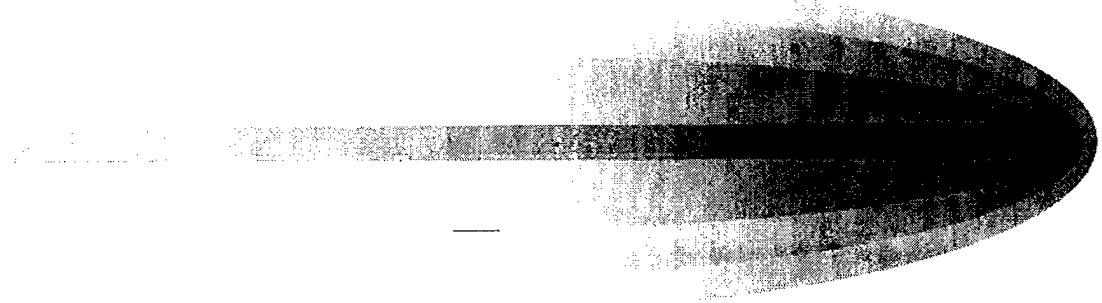


Integration of PSYOP and Intelligence

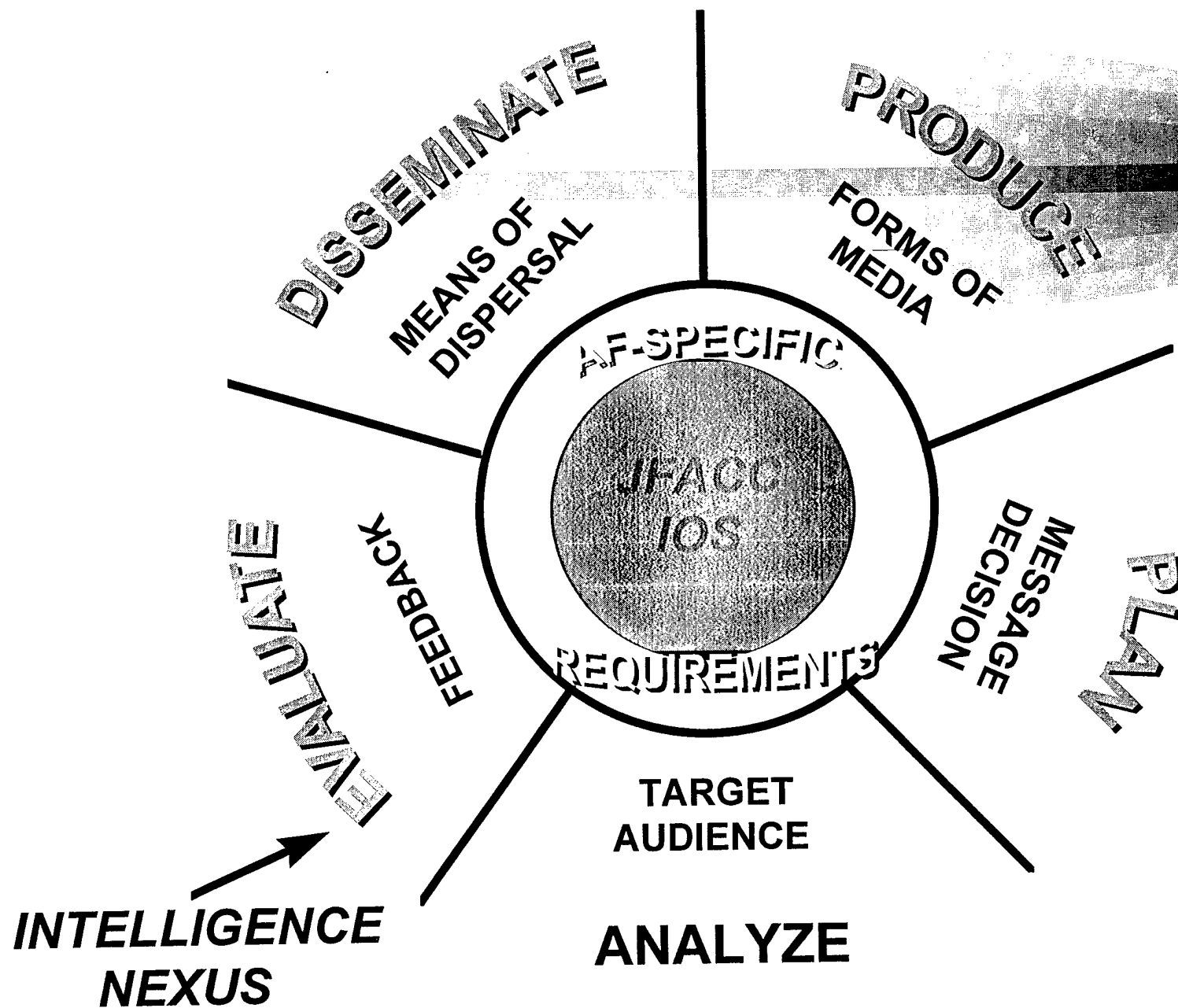


Colonel Frank L. Goldstein, Ph.D.
Director of Psychological Operations



“There are but two powers in the world: the sword and the mind. Invariably, the sword is ... beaten by the mind.”

Napoleon



PSYOP PROCESS

PSYOP Basics

- **Intelligence key to PSYOP and information operations**
 - **PSYOP depends on real-time, all-source intelligence**
 - **PSYOP requires extensive peacetime and pre-crisis/conflict battlespace preparation**
 - **PSYOP predicated on knowledge of military, political, economic, and social targets**

PSYOP/Intel Interface

INTELLIGENCE

PSYOP

Useful and timely
information that
contributes to
battlespace
knowledge

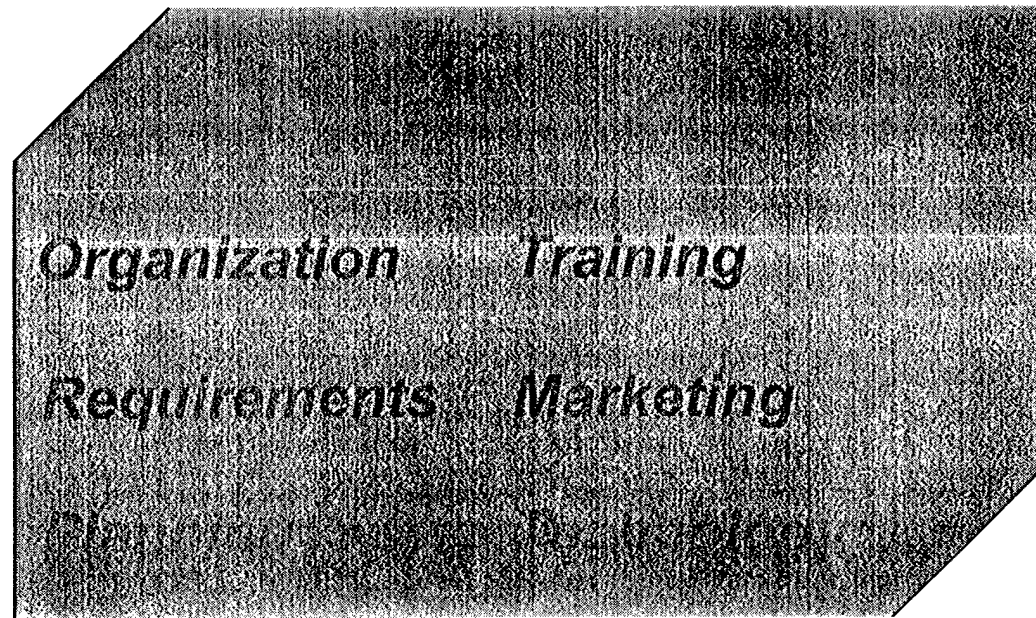
Messages selected
to influence the
perceptions,
attitudes, and
behavior of a
target audience

PRODUCER

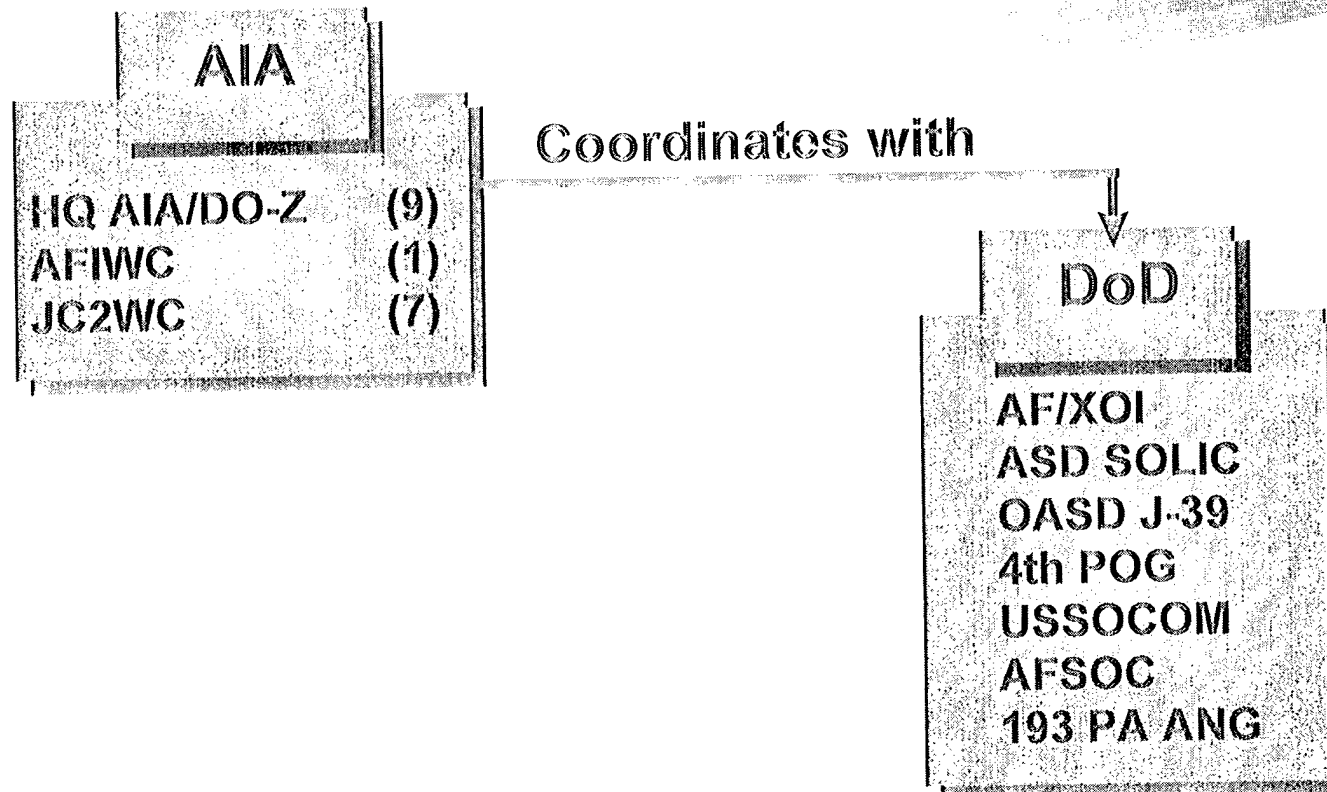
CONSUMER

Integration Means ...

**Enhancing the exchange and usability of
PSYOP-related intelligence through:**



AF PSYOP Resources



Aspects of Integration



- **Organization**

- AF intel production/PSYOP colocated at AIA
- PSYOP steering committee and working groups

- **Training**

- Inclusion of PSYOP in intel curriculum
- PSYOP training for information operators

Aspects of Integration



- **Requirements**

- Central PSYOP collection management office
- Re AF force protection, air operations, strategic planning

- **Marketing**

- Psychological dimension of AF air operations and information battlespace
- “PSYOP in a box,” Intelink homepage

Aspects of Integration



- **Planning**

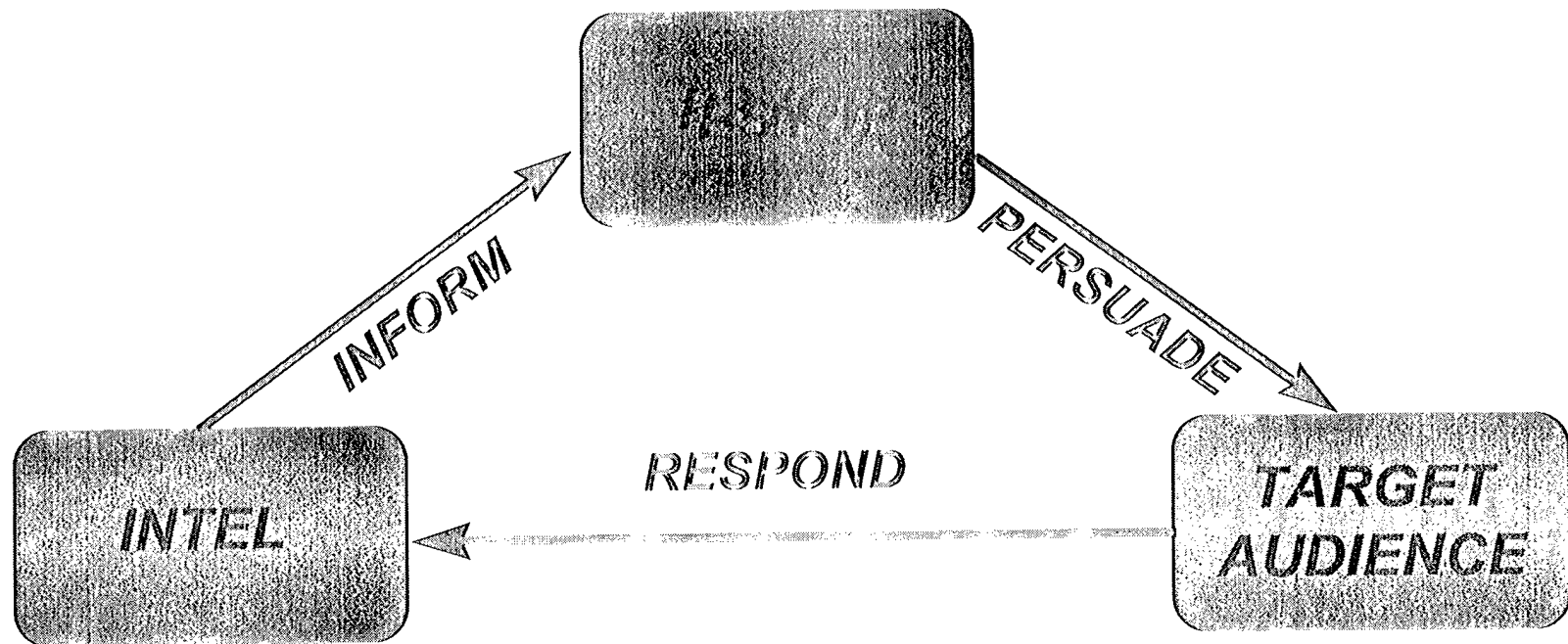
- **Enemy demoralization = priority objective**
- **Psychological effects of air operations**

- **Technology**

- **Online AF archive of PSYOP data/materials**
- **Advanced technologies for the exchange and application of PSYOP-related intel**

The Upshot:

PSYOP intel integration results in ...



... a synergy of words

**NOTES TO ACCOMPANY SLIDES ON
INTEGRATION OF PSYOP AND INTELLIGENCE
Colonel Frank L. Goldstein, Ph.D.**

Intelligence is crucial to both information operations and psychological operations. Certainly it is incumbent on any information or intelligence organization to view PSYOP as integral to its responsibilities (Slide 1).

US air forces must be prepared to support joint PSYOP objectives across the range of military operations. Napoleon's quote (Slide 2) sets the stage for our overall discussion. The power of the mind is key to perceptions, attitudes, decisionmaking, and, ultimately, behavior modification in battlespace operations.

The PSYOP view (Slide 3) of target audience, information, intelligence and subsequent behavior change is the bedrock of our understanding of integration. The interrelationship of these elements is critical to the collection and analysis of needed data on military, religious, political, economic and cultural contexts. The contextual data, in turn, sheds light on the controlling beliefs, perceptions, and attitudes that affect operations. If properly influenced, these factors can lead to dominance in information battlespace.

Delivering precise, timely, and, ultimately, useful information regarding the contextual nuances of a target audience to the PSYOP practitioner is the task of intelligence, which is shot through the entire PSYOP process (Slide 4). Indeed, intelligence informs the events and decision points during each phase of that process, placing its stamp on the analysis and determination of the target audience, the content and delivery of messages, and the feedback needed to evaluate and, if necessary, adjust the process. Air Force doctrine states that PSYOP is a joint enterprise; hence, JFACC and IOD are both prospective customers of and contributors to any joint-service PSYOP campaign.

PSYOP (Slide 5) is in large measure only as good as the intelligence that informs its analysis, shapes the content and delivery of its messages, and eventually provides the feedback needed to evaluate and, if indicated, adjust its process.

The relationship of intelligence to PSYOP (Slide 6) is that of producer to consumer. "Interface" in this context refers to the exchange of

meaningful PSYOP-related intelligence, which gives clarity, substance, and precision to the messages crafted for the target audience.

Additionally, the timely exchange (Slide 7) and usability of PSYOP-related intelligence are indicators of the cohesion and potential synergy between two otherwise disparate processes: one producing mission-critical information in accordance with stated operational requirements, the other melding data from various sources into coherent themes that will resonate with a given audience. Enhancing that cohesion are at least six activities: organizing Air Force PSYOP, training for PSYOP, framing PSYOP intelligence requirements, marketing PSYOP, planning for PSYOP missions, and harnessing enabling PSYOP technologies.

Participating in, and in some cases, leading this integration effort within the Air Force is the recently established Psychological Operations Office (Slide 8) at HQ Air Intelligence Agency. While any PSYOP role is unlikely outside a joint PSYOP framework, the integration of PSYOP within the Air Force is necessarily a mutually supporting endeavor involving Air Staff, Air Force Special Operations Command, the Air Force information operations community, Air Intelligence Agency, Air Education and Training Command, and the service's only PSYOP platform, Commando Solo.

Thus, by "organization" (Slide 9) we visualize a pairing of some PSYOP management aspects with intelligence collection and production at AIA, in part as a recognition of their mutuality and necessary synergy in support of information operations.

Additionally, re training, we support the commingling of intelligence with PSYOP at the schoolhouse as a positive and important development—a development that places the needed emphasis on their common grounding in information operations.

To understand how PSYOP collection requirements (Slide 10) can lead to integration, we must recognize that the airplane's first battle role was as a psychological platform. Even in modern times, be it the Doolittle raid on Tokyo or the air war in Desert Storm, the psychological impact of air operations is significant. Framing intelligence requirements that provide joint PSYOP planners for strategic, operational, and tactical missions the full spectrum of information necessary to conduct both PSYOP and IOU operations is also critical.

Marketing PSYOP within the military service communities is an educational as well as informational endeavor. (PSYOP, after all, is not a "rice bowl" issue.) PSYOP's joint nature and command and control implications have at times insulated and thus deprived those who most

needed PSYOP understanding from receiving it. Pentagon junior staff's misdirecting of PSYOP plans for Desert Shield is a prime example of information and intelligence not getting into the proper channels because of a lack of understanding of PSYOP relationships.

Planning is viewed in the context of both information and Air Force planners being aware of PSYOP as a priority objective, including a full understanding of the psychological effects of air operations (Slide 11).

Information operations and PSYOP technologies represent a rapidly changing and dynamic environment. Technological spin-offs that may have value to PSYOP customers, such as USSOCOM, AFSOC, the 4th POG, and the 193rd PANG, need to be provided in a timely and efficient manner.

Finally, information operations, PSYOP, and intelligence are integrated at every level. PSYOP is an integral part of information operations, while both PSYOP and information operations fully depend on intelligence to reach their respective audiences and prepare their battlespace plans. Our future success hinges on the synergy of these discrete operations.

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